

An investigation into the effects of perceptions of person-team fit during online recruitment;  
and the uses of clickstream data associated with this medium.

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## **Abstract**

Given the increasing predominance of work teams within organisations, this study aimed to investigate the role that perceptions of person-team fit has in the recruitment process, in addition to other forms of person-environment fit. An experimental design was followed which manipulated the amount of team information made available to participants. It was hypothesised that participants who received more information would exhibit higher perceptions of person-team fit. Results supported this prediction with levels of person-team fit being successfully manipulated. Results also showed significant correlations between person-team fit and organisational attraction which is important in the early stages of recruitment. This study was conducted remotely over the internet with clickstream data associated with this medium being collected. It was hypothesised that viewing order and times may be related to dependent variables. No support for this prediction was found, however it did identify a group of participants that appeared not to engage in the task, which has implications for future research carried out online.

## **Introduction**

### *Overview*

The aim of this study is to investigate perceptions of person-team fit in recruitment. With the increase in team based jobs in organisations, providing applicants with team information may compliment information on the job and the organisation. It is believed that by providing information to job applicants regarding the team members they would be working alongside if their application was successful, would prove beneficial for recruitment outcomes such as attraction, organisational trust and intentions to apply (Kristof-Brown, Zimmerman, & Johnson, 2005).

This study was completed by participants completely online in remote location from the researcher. The online nature of the task allowed for clickstream data to be collected as an accompaniment to survey responses. Clickstream data is an electronic record of a users activity on the internet (Randolph E. Bucklin & Sismeiro, 2009). This type of data collection has not been used widely within psychology and may provide useful information for researchers and practitioners alike.

### *Recruitment*

The term recruitment is commonly used, however it is not so easy to define (Breaugh & Starke, 2000). Barber (1998) defined recruitment to include “those practices and activities carried on by the organisation with the primary purpose of identifying and attracting potential employees” (p. 5). Human capital is one of the most valuable assets a company can have, and recruitment serves the function of bringing the necessary talent into an organisation (Van Hoye & Lievens, 2007). Growing intensity in economic competition for domestic and

international markets, along with advances in technology, have made recruitment a top priority as organisations continually struggle to gain a competitive advantage through their employees (Cascio & Aguinis, 2005).

Despite many changes to how businesses operate, recruitment continues and will continue in the future, to serve a vital function for organisational survival. First, no matter how the labour market is trending, there will always be some hard to fill vacancies in which organisations must compete to attract applicants. Second, the most talented job seekers have enough options to compare potential employers. To attract these highly desired applicants organisations must participate in the ‘war for talent’ (Van Hove & Lievens, 2007). Third, demographic trends such as the retirement of the ‘baby boomer’ generation indicate that recruitment will play an important role in organizational functioning in the future (Collins & Stevens, 2002).

In order for recruitment to occur, three conditions must be satisfied: there must be a communication medium, such as the organisation advertising on a website that the job seeker accesses; the job seeker must perceive a match between their personal characteristics and the job requirements; and the job seeker must be motivated to apply (Cascio & Aguinis, 2005). This study examines how information presented to applicants affects their perception of fit with the position.

Barber (1998) delineated three phases in the recruitment process: generating applicants; maintaining applicant status; and influencing job choice decisions. Therefore, recruitment activities (e.g., choice of job boards on which to place advertisements) may influence the number and type of potential applicants who view a position. The choice of information to be presented on an organisation’s website may influence potential applicants to progress or withdraw from the recruitment process. This is the focus of this study.

Although research on the effects of recruitment message content during the first phase is limited, there is some evidence to suggest that recruitment messages that provide detailed information produce more favourable reactions than when general messages are used (Roberson, Collins, & Oreg, 2005). The recruitment process does not end with the generation of job applicants. An organisation should also be concerned with maintaining the interest of job candidates and influencing their job choice decisions. This study focuses on the outcomes related to providing additional information in the early stage of the recruitment process.

### *Online recruiting*

When traditional recruitment media, such as newspapers, are utilized by organisations, they are usually limited to providing job seekers with information only on their vacant positions (Braddy, Meade, & Kroustalis, 2006). The use of organisational recruitment websites allows organisations to provide prospective applicants with both job descriptions and other information about the organisation, both in narrative and pictorial form. Despite their growing popularity, there is little empirical research regarding the impressions that viewers gain from organisational recruitment websites (Braddy et al., 2006).

Organisations are increasingly viewing the internet as a viable and attractive tool for recruiting employees. Chapman and Webster (2003) surveyed HR professionals and found that the internet was the preferred medium when recruiting applicants for many positions in diverse industries. This increased reliance on the internet has salient implications for the organisation as it allows them to provide more information on their recruitment website than is feasible through traditional recruitment media. Organisations provide this information in the hope that potential applicants will favourably view the organisation as a potential employer (Braddy et al., 2006). One way in which potential applicants draw conclusions



about the organisation is via perceptions of the work environment and culture (Meyer, Hecht, Gill, & Toplonytsky, 2010).

Organisation specific recruitment websites allow job seekers to attain job information prior to contact with organisational representatives (Dineen & Noe, 2009). Job seekers make screening decisions based on the information presented in terms of whether to apply to the organisation for further consideration (Allen, Mahto, & Otondo, 2007). Examining the screening decisions is important because they determine the pool of potential employees from which the organisation can select.

Organisations recruiting via the internet have two primary methods to attract viewers into the applicant pool. First, organisations can use a third party job listing website to distribute their recruitment advertisements (such as seek.co.nz, careerone.com.au). Job listing websites, or 'job boards', provide a clearinghouse for potential applicants to search across organisations for positions appropriate to their qualifications and that meet their needs. The use of job boards can greatly increase the number of viewers reading the advertisement and potentially reach a more geographically diverse group of applicants searching for jobs online (Crispin & Mehler, 1997). The problem with using job boards is the same as using traditional media, such as newspapers, the amount of information that can be presented is limited. This may be a reason why the use of job boards has tended to solicit applications from job seekers who do not exhibit sufficient levels of fit with the associated jobs or organisations (Chapman & Webster, 2003). One way around this is to present a link to the organisation's website within the job advertisement.

The second option is to create and maintain an official organisational website to present job vacancy advertisements and additional information. This option is most likely to be effective when used in conjunction with job boards. The amount of information presented

in an organisation's website can be much greater than in the advertisement alone (Braddy, Thompson, Wuensch, & Grossnickle, 2003). Through these additional contents, potential applicants can acquire more information about the organisation, which may facilitate making better informed employment decisions. Attracting an applicant pool that is both smaller and higher quality may be an important outcome from the use of web recruitment, and thus lead to increased processing efficiency and a reduction in the costs associated with identifying suitable job candidates (Cappelli, 2001).

### *Clickstream data*

The widespread influence of the internet as an information source, amongst other things, has sparked a growing interest in users' online behaviour. Unlike traditional media, the internet allows for easy and unobtrusive collection of detailed information on individuals' activities. This record of online actions has become known as clickstream data. Clickstream data is defined as "the electronic record of a users activity on the internet" (Randolph E. Bucklin & Sismeiro, 2009, p. 35). Each user has choices involving the number of web pages to view, the time to spend viewing a web page (or website as a whole), and the choice of which pages to view. These choices make up site navigation (R. E. Bucklin et al., 2002). The use of clickstream data has not received much attention in psychology, despite its increasing influence in marketing and the computer sciences. This study aims to investigate possible uses of clickstream data by examining the site navigation log data for a specifically designed recruitment website.

### *Reasons why recruitment information is important*

There are a number of literatures which clearly outline why it is important for an organisation to get recruitment right, in particular in relation to the information presented to job applicants. Some of these theories are outlined below.

### *Attraction-selection-attrition theory*

Vocational psychology has consistently found that individuals are attracted to jobs and careers as a function of their own interests and personality (Schneider, 1987). During selection, the organisation chooses new employees based on the compatibility between the skills of the applicant and those required to perform the job. Once selected, employees who perceive a good fit with the organisation exhibit higher levels of job satisfaction and longer tenure (Resick, Baltes, & Shantz, 2007). Employee's who do not perceive a good fit between themselves and the organisation are more likely to voluntarily leave the organisation (Cascio & Aguinis, 2005). This is known as attrition. This has been the foundation on which realistic job preview theory has been based.

### *Realistic job preview*

Realistic job previews are “the presentation by an organisation of both favourable and unfavourable job-related information to job candidates” (Phillips, 1998, p. 673). Given many employers try to make themselves appear to be a good place to work (Billsberry, 2007), applicant expectations are generally inflated. If hired, individuals with inflated expectations are thought to be more likely to become dissatisfied with their positions and more likely to quit than individuals with accurate expectations (Breaugh & Starke, 2000).

During the recruitment process the applicant and the organisation's representatives enter into a psychological contract. The organisation provides information on the position and remuneration and the new employee/applicant agrees to meet certain levels of production/performance and behaviour (Robinson & Rousseau, 1994). If the information presented during recruitment does not match the job in question then the employee will feel that the psychological contract into which they entered has been breached. This can result in negative effects on employee wellbeing, attitude and behaviour (Conway, Guest, & Trenberth, 2011). This study is about presenting more information to potential job applicants so that they can form a more realistic idea of what working in the position will involve.

Most realistic job preview models hypothesize that by providing realistic job information to applicants' results in their job expectations being met when they begin employment. This fulfilment of the psychological contract can lead to post-hire outcomes of higher levels of job satisfaction, lower levels of voluntary turnover, and a higher level of performance (Breaugh & Starke, 2000). Providing realistic job preview information also has important pre-hire outcomes. Presentation of realistic job preview information is hypothesized to result in applicant self selection, which should increase the applicant pool quality (Phillips, 1998). It can also influence perceptions that the organisation is dealing with them in an honest manner, which may increase the perceptions of trustworthiness and attractiveness of the organisation (Suszko & Breaugh, 1986).

### *Signal Theory*

Signalling theory is commonly used to explain how applicant attraction to a recruiting organisation may be influenced by information about an organisation's characteristics that are revealed during recruitment activities (Celani & Singh, 2011). Applicants construe many

recruitment related activities and information as signals of unknown organisational characteristics (Collins & Stevens, 2002). Such things as recruiter competence, the composition of an interview panel and recruitment delays are viewed as symbolic of broader organisational characteristics by job applicants (Rynes, Bretz, & Gerhart, 1991). An organisation's website aesthetics and content could also be viewed as symbolic of broader organisational attributes (Lyons & Marler, 2011). Therefore, favourable perceptions of a website and the information contained therein, may lead job seekers to believe that the organisation is a desirable place to work. This is a key point in this study as the website was developed to provide a greater depth of information than is allowed for in a job advertisement. Job seekers will therefore have more information on which to base their assumptions.

Applicants do not hold perfect information about important job attributes, because they are difficult to observe for people outside of the organisation. Therefore, job seekers rely on other observable attributes of the organisation and job as signals for information that is missing when making a decision about whether an organisation is an attractive place to apply (Roberson et al., 2005). Instrumental attributes refer to the factual information about the job and organisation, such as pay and benefits provided, which are contained in the job description. Symbolic meanings refer to organisational attributes, such as personality traits, that individuals infer from organisational information such as that included in the company and team profiles (Lievens & Highhouse, 2003). Individuals develop the perception that they share similar characteristics with an organisation or not, through the interpretation of recruitment signals (Ashforth, Harrison, & Corley, 2008). Measures of perceived fit are used to assess whether people believe themselves to have similar characteristics to an organisation. Organisations should therefore try to tailor their recruitment messages and mediums to maximise fit perceptions with the applicants that they feel are best suited to fill the position.

The advertisement for this study was designed to generate initial interest from potential job applicants. The aim was to generate a large pool of potential applicants to view the information presented on the organizational website. The website was designed to present three types of information that could not be accurately portrayed within the space constraints of a traditional advertisement. These web pages contained information about the organisation and culture, a job description and person specification, and photographs of the team members which the successful applicant would join. The aim of the website was to examine how presenting this additional information, especially regarding the inclusion of team member information, would affect the likelihood of the organisation receiving an application. By presenting more comprehensive information it is theorised that viewers who perceive low levels of fit with the organisation will self-select out of the application process, resulting in better recruitment outcomes for the organisation (Breaugh & Starke, 2000).

### *Person-environment Fit*

Theories of person-environment interaction have been prevalent in the management literature for over one hundred years (Parsons, 1909). It is against this interactionist backdrop that the concept of person-environment fit emerged. Person-environment fit is broadly defined as the compatibility between an individual and a work environment that occurs when their characteristics are well matched (Kristof-Brown et al., 2005). Researchers have contended that employees' well being and success depends on their fit with multiple components of the work environment (Kristof-Brown, 2000). Fit based approaches have supplanted more universal perspectives that argued for 'one best way' to select people or design jobs (Hollenbeck et al., 2002).

An important distinction in the literature is between objective fit and perceived (or subjective) forms of fit. Objective fit involves around gathering information about the individual and the organisation and assessing their congruence (Cable & Parsons, 2001). Perceived fit involves asking individuals directly whether or not they believe they are a good fit with an organisation and its members (Cable & DeRue, 2002). This has been referred to as a molar approach (Edwards, Cable, Williamson, Lambert, & Shipp, 2006) to assessing perceived fit, focusing on perceptions of similarity rather than perceptions of discrepancy. Perceived fit is examined in this study as the only information that applicants have of the organisation is that which is presented in the job advertisement and the organisational website. The more an organisation conveys valid information about jobs and its values, culture and work environment, the more accurate applicants' fit perceptions are likely to be (Cable & Judge, 1994). Person-environment fit can have multiple components, which are outlined below.

#### *Person-organisation fit*

Person-organisation fit has been defined as “the compatibility between people and organisations that occurs when: (a) at least one entity provides what the other needs; or (b) they share fundamental characteristics; or (c) both” (Kristof, 1996, p. 6). Compatibility can take two different forms. Supplementary fit can occur when an individual's characteristics are congruent with the organisation and its members (Resick et al., 2007). Complementary fit can occur when an individual's characteristics fill gaps that are not addressed by others, or an individual's needs are fulfilled by the characteristics of the work environment (Cable & Edwards, 2004). Research has indicated that perceptions of person-organization fit are strongly related to positive work attitudes and organisational attraction (Chapman, Uggerslev,

Carroll, Piasentin, & Jones, 2005; Verquer, Beehr, & Wagner, 2003). Person-organization fit models generally argue that applicants tend to be attracted to, select, and remain in those organisations whose work environments best match their own personal characteristics (Cable & Judge, 1994). Accordingly person-organizational fit perceptions are important predictors of attraction and job choice intentions. A company profile web page was included in the website to provide information about the organisation and corporate values. This allowed the viewer more information with which to assess whether they perceived that they were a good fit with the organisation. On the basis of this information the following research hypotheses were examined.

*Hypothesis 1a:* There will be a significant positive correlation between perceptions of person-organisation fit and attraction.

*Hypothesis 1b:* There will be a significant positive correlation between perceptions of person-organisation fit and organisational trust.

*Hypothesis 1c:* There will be a significant positive correlation between time spent viewing the company profile web page and perceptions of person-organisation fit.

#### *Person-job fit*

Person-job fit is defined as the compatibility between a person's characteristics and those of the job, or the tasks performed at work (Sekiguchi, 2007). There are two basic conceptualisations of person-job fit: demands-abilities fit refers to whether the individuals' knowledge, skills, and abilities are commensurate with the job requirements; needs-supplies fit refers to whether the individuals needs, desires, or preferences are met by the job that they perform (Edwards, Cooper, & Robertson, 1991). Traditional research on employee selection



has focused on person-job fit between an individual's knowledge, skills, and abilities and the requirements of the job as the major selection criteria (Werbel, Gilliland, & Ferris, 1999).

Person-job fit has been shown to be positively related to organisational attraction and future job outcomes (Kristof-Brown et al., 2005). Applicants favour situations in which they feel they can demonstrate their competence, and where positive job outcomes are most likely to occur (Lyons & Marler, 2011). A job information web page was included in the website that contained a detailed job description and person specification so that viewers could judge the extent to which their knowledge, skills, and abilities matched the requirements of the position. The following research hypotheses were examined with regards to person-job fit.

*Hypothesis 2a:* There will be a significant positive correlation between perceptions of person-job fit and attraction.

*Hypothesis 2b:* There will be a significant positive correlation between time spent viewing the job profile web page and perceptions of person-job fit.

#### *Person-team fit*

Person-team or person-group fit focuses on the interpersonal compatibility between individuals and their work groups (Kristof, 1996). A limited body of research has examined how the psychological compatibility between colleagues influences individual outcomes in group settings (Kristof-Brown et al., 2005). Fit based approaches have particular value when expressed in terms of match between the person and the team or workgroup (Van Vianen, 2000). This was a good reason to include pictures of potential team members in the website, to examine what effects person-team fit could potentially have on recruitment outcomes.

Person-team fit is likely to impact organisational effectiveness by promoting group cooperation. This assumption is a critical component underlying the adoption of work teams in organisations (Werbel & Johnson, 2001). As organisations increasingly structure work around teams, the concept of perceived fit has become especially important in team contexts. Teams are defined as two or more individuals who share common goals, interact socially, and exhibit task interdependence (Kozlowski & Bell, 2003).

It has been shown that people can, and do, make judgements based solely on photographs on various characteristics such as competence and attractiveness that are significantly more accurate than chance (Todorov, Mandisodza, Goren, & Hall, 2005). Faces are a major source of information about other people, so the team profile page on the website contained profile pictures of potential team members that the successful applicant would be joining. The rapid recognition of familiar individuals and communication cues of emotion is critical for successful social interaction (Haxby, Hoffman, & Gobbini, 2000). Judgement of strangers in zero-acquaintance situations, based solely on a photograph, have been found to be predictive of the big five personality trait of extraversion (Zebrowitz & Collins, 1997), and in some cases neuroticism and openness to experience (Naumann, Vazire, Rentfrow, & Gosling, 2009; Penton-Voak, Pound, Little, & Perrett, 2006). This means that viewers of team information web page could be able to make judgements about what degree they feel that they fit with the team members displayed in the photographs. This is vital for this study because there are no 'actual' team members; they are only represented by the photographs on the website. The photos were chosen to be a signal of the organisation, and team characteristics. Without this underlying theory there would be no way to measure the perceptions of person-team fit in this setting. It is hypothesised that the degree of perceived person-team fit would be positively related to organisational attraction and organisational trust. The following hypotheses were examined.

*Hypothesis 3a:* There will be significant differences in perceptions of person-team fit between groups relating to the amount of information provided on the team profile web page.

*Hypothesis 3b:* There will be significant differences in attraction between groups relating to the amount of information provided on the team profile web page.

*Hypothesis 3c:* There will be significant differences in organisational trust between groups relating to the amount of information provided on the team profile web page.

*Hypothesis 3d:* There will be a significant positive correlation between perceptions of person-team fit and attraction.

*Hypothesis 3e:* There will be a significant positive correlation between time spent viewing the team profile web page and perceptions of person-team fit.

*Hypothesis 3f:* Due to the novelty of team information being presented in the recruitment context there will be a significantly larger proportion of viewing the team profile web page first (where presented).

### *Attraction*

Moving beyond simply viewing an organisation as a desirable place to work, Aiman-Smith, Bauer and Cable (2001) operationalised organisational attractiveness as “an attitude or expressed general positive affect toward an organisation, toward viewing the organisation as a desirable entity with which to initiate some relationship” (p. 221).

Attraction plays a critical role in recruitment and overall staffing effectiveness. It is the first, and perhaps most important of the three recruitment outcomes (Connerley, Carlson, & Mecham, 2003), with maintenance and acceptance being the others. Attraction establishes

the pool of applicants from which new hires will be chosen. If top candidates do not apply, an organisation has no opportunity to hire them. Applicant attraction will positively impact on the quality and quantity of the organisation's applicant pool (Celani & Singh, 2011). Effective maintaining and acceptance efforts can only prevent the loss of top candidates from the recruitment process; they cannot make up for ineffective attraction. It is hypothesized that organisational attraction is positively related to intention to apply and job pursuit intentions.

*Hypothesis 4a:* There will be a significant positive correlation between attraction and job pursuit intentions.

*Hypothesis 4b:* There will be a significant positive correlation between the total time spent viewing the website and attraction.

### *Organisational trust*

Trust can be defined as an individual or group who will: make good-faith efforts to behave in accordance with any commitments both explicit and implicit; be honest in negotiations preceding such commitments; and not take excessive advantage even when the opportunity is available (Cummings & Bromiley, 1996). Most organisational interaction relies on these three characteristics, which makes perceptions of trustworthiness central to any negotiations. This is important to this study because the recruitment process is a negotiation between the organisation and the applicant. It is hypothesized that organisational trust will be positively related to job pursuit intentions and intention to apply.

*Hypothesis 5:* There will be a significant positive correlation between organisational trust and job pursuit intentions.

### *Intention to apply*

Decisions to apply to an organisation are often reliant upon the general impressions of attractiveness that applicants hold of those organisations (Rynes, 1991). More favourable perceptions of organisations and their attributes may heighten job seekers' interest in certain organisations and subsequently, their intention to apply to those organisations (Roberson et al., 2005). Intentions to apply are a proximal antecedent to application and are included in this study as an outcome variable.

### *Job Pursuit Intentions*

Job pursuit intentions are more active than intentions to apply. It is the intention to take action to find out more information about an organisation, to contact the organisation, and to try to secure an interview with the organisation (Aiman-Smith et al., 2001). This should indicate whether job seekers would move to Barber's (1998) second stage of the job search: actively engaging in the possibility of obtaining a job within the organisation. Job pursuit intentions are an outcome variable in this study and will be used to assess the effect of person-team fit information on the number of participants intending to apply for the position.

### *Research hypotheses*

Based on the review of the literature above, the research hypotheses were as follows:

*Hypothesis 1a:* There will be a significant positive correlation between perceptions of person-organisation fit and attraction within groups.

*Hypothesis 1b:* There will be a significant positive correlation between perceptions of person-organisation fit and organisational trust.

*Hypothesis 1c:* There will be a significant positive correlation between time spent viewing the company profile web page and perceptions of person-organisation fit.

*Hypothesis 2a:* There will be a significant positive correlation between perceptions of person-job fit and attraction.

*Hypothesis 2b:* There will be a significant positive correlation between time spent viewing the job profile web page and perceptions of person-job fit.

*Hypothesis 3a:* There will be significant differences in perceptions of person-team fit between groups relating to the amount of information provided on the team profile web page.

*Hypothesis 3b:* There will be significant differences in attraction between groups relating to the amount of information provided on the team profile web page.

*Hypothesis 3c:* There will be significant differences in organisational trust between groups relating to the amount of information provided on the team profile web page.

*Hypothesis 3d:* There will be a significant positive correlation between perceptions of person-team fit and attraction.

*Hypothesis 3e:* There will be a significant positive correlation between time spent viewing the team profile web page and perceptions of person-team fit.

*Hypothesis 3f:* Due to the novelty of team information being presented in the recruitment context there will be a significantly larger proportion of viewing the team profile web page first (when link is presented).

*Hypothesis 4a:* There will be a significant positive correlation between attraction and job pursuit intentions.

*Hypothesis 4b:* There will be a significant positive correlation between the total time spent viewing the website and attraction.

*Hypothesis 5:* There will be a significant positive correlation between organisational trust and job pursuit intentions.

## **Method**

### *Design*

The study involved a between subjects experimental design. Three experimental conditions were created that varied the amount of team related information that was made available to the participant (who played the role of a job seeker/applicant). The role of Air Traffic Controller was chosen to be the vacant position. This position was chosen due to the high level of teamwork required to successfully fulfil the position. This was a useful position to study as there are very few formal requirements that are prerequisites for application, meaning that a large proportion of the general public would be eligible to participate in this study.

The general procedure followed by all participants involved first viewing a job advertisement, then following a link to an organisation's recruitment website, then completing a survey consisting of a number of measurement scales. The job advertisement (see Appendix A) was adapted from advertisements for Air Traffic Controllers that were available on the internet. A fictional organisation 'AirControl' was created that has an Air Traffic Control Tower in the Australasian city of 'Arlen'. The advertisement conveyed brief

information about the organization, the position and the key competencies required to be successful in the position. Common techniques for capturing reader attention were used in the design such as: having a border, including more white space, using bold fonts and making the advertisement larger (Kaplan, Aamodt, & Wilk, 1991). At the bottom of the advertisement participants were invited to click on a link that allowed them to view more information about the vacancy. This link directed them to AirControl's recruitment website.

AirControl's recruitment website was developed specifically for use in this experiment. It was designed to represent an organisation's recruitment website. The content included in the website was adapted from current information available from organisations in the aviation industry. The recruitment website contained a total of four web pages – a home page (see Appendix B) which contained links to three other web pages. Person-job and person-organisation fit are well established and meaningful concepts within organisation psychology so information pages were chosen to reflect this, with one web page having a job description and person specification (see Appendix C), and another giving a profile of the company and organisational culture (see Appendix D). These web pages were linked to the home page by buttons labelled 'job profile' and 'company profile'. The amount of information on these pages was controlled by having the same word count on each page. This was done so comparisons could be made between these two pages in terms of time spent viewing.

The home page included the company logo and a brief overview of the three core foundations of the organisation. Below this participants were invited to click on three buttons for more information regarding the company profile; the job profile and the team profile.



The company profile page contained organisational statements about efficiency, and the commitment to safety and the environment. Below this information was a back button which directed participants back to the home page.

The job profile page contained a job description and person specification for the position. Below this information was a back button which directed participants back to the home page.

The team profile page varied as the experimental condition. In condition zero (no team) no team information was presented. This meant that for participants in condition zero the button on the home page that linked the team profile was not displayed (see Appendix E). In experimental condition one (photo only), the team profile page (see Appendix F) contained five photographs of people engaged in air traffic control work underneath the text ‘The AirControl enroute centre control team in action’. Below this was a question mark with the text ‘This could be you’. At the bottom of the page was a back button which directed participants back to the home page. Experimental condition two (photo and text), the team profile page was identical to condition one except that each photograph was accompanied by text containing a first name and job title (see Appendix G). The team information web page was accessed by clicking on the button ‘team profile’ on the home page.

Each time the web site was accessed, one of the three experimental conditions was randomly assigned. In addition to this the presentation order of the buttons (links) was randomised. A continue button was located at the bottom of the home page which participants were advised to click on to answer some questions about their perceptions of the opening once they had viewed all of the information (links) that they wanted to. The continue button exited the website and directed participants to an online survey.

### *Website measures*

The website was designed to create a log file each time it was accessed that recorded information about the participant and their viewing habits, the clickstream data. The Internet Provider address and the date and time that the continue button was clicked were recorded in order to provide fail-safes for matching the website data to the data collected by the online survey. The experimental condition and presentation order of the links that each participant was assigned were also recorded. The amount of time in seconds participants spent on each web page was recorded separately, as was the total time spent on the website. The order in which the web pages were viewed was recorded to examine whether the random ordering of the links had any effect on what information was attractive to applicants. This made up the clickstream data set for the experiment.

### *Survey measures*

The presentation order of each complete scale was randomised within the online survey, to avoid priming effects, however the scale items were presented in the same order every time to maintain the integrity of each scale.

The first page of the online survey contained information regarding anonymity and confidentiality of participant responses. It also contained instructions on how to complete the survey and contact information for the researcher (see Appendix H). This page also contained a consent message to allow for the publication of results which needed to be checked before continuing on to the survey.

*Demographic variables:* Data on age, gender, current employment status, employment experience, and job search experience was collected from participants (see Appendix I).

*Person-job fit:* Subjective perceptions of person-job fit were measured using four items adapted from Saks and Ashforth (2002) (see Appendix J). Item two of this scale was adapted by changing the word ‘fulfil’ to ‘meet’, and a seven point scale was used instead of a five point scale. Participants responded to each item regarding their perceived fit with the advertised job on a 7-point Likert scale where 1 = ‘to a very little extent’ and 7= ‘to a very large extent’. An example item is: ‘To what extent do your knowledge, skills and abilities match the requirements of the job’. A coefficient alpha of 0.91 was obtained for this measure. Item responses were summed and divided by four to retain the seven point scale. This produced a scale score for each participant in which higher scores indicated a higher level of perceived fit between the participant and the job.

*Person-organisation fit:* Subjective perceptions of person-organisation fit were measured using four items adapted from Saks and Ashforth (2002) (see Appendix K). Item two of this scale was adapted by deleting the words ‘or image’, item three was adapted by changing the word to ‘does’ to ‘would’, and the word ‘fulfil’ to ‘meet’, and a seven point scale was used instead of a five point scale. Participants responded to each item regarding their perceived fit with the advertised organisation on a 7-point Likert scale where 1 = ‘to a very little extent’ and 7 = ‘to a very large extent’. An example item is: ‘To what extent are the values of the organisation similar to your own values’. A coefficient alpha of 0.92 was obtained for this measure. Item responses were summed and divided by four to retain the seven point scale. This produced a scale score for each participant in which higher scores indicated a higher level of perceived fit between the participant and the organisation.

*Person-team fit:* Subjective perceptions of person-team fit were measured using four items adapted from Saks and Ashforth (2002) (see Appendix L). Due to there not being any measures for perceptions of team fit, the perceptions of person-organisation fit scale above has been modified. This scale was used because it is a validated measure of values

congruence between an individual and a particular unit — in this case, the unit is the team. The scale has been modified by changing the word ‘*organisation*’ to ‘*team*’ in each of the items, as recommended by DeRue and Morgeson (2007). Participants responded to each item regarding their perceived fit with the advertised team on a 7-point Likert scale where 1 = ‘to a very little extent’ and 7 = ‘to a very large extent’. An example item is: ‘To what extent is the team likely to be a good match for you’. A coefficient alpha of 0.92 was obtained for this measure. Item responses were summed and divided by four to retain the seven point scale. This produced a scale score for each participant in which higher scores indicated a higher level of perceived fit between the participant and the team.

*Organisational attraction:* Organisational attraction was measured using 5 items adapted from Aiman-Smith, Bauer and Cable (2001) (see Appendix M). This scale was adapted by replacing the word ‘company’ with ‘organisation’ for all items, and replacing the word ‘community’ with ‘city’ in item two. Participants responded to each item on a 7-point Likert scale where 1 = ‘strongly disagree’ and 7 = ‘strongly agree’. An example item is: ‘I find this to be a very attractive organisation’. A coefficient alpha of 0.91 was obtained for this measure. Item responses were summed and divided by five to retain the seven point scale. This produced a scale score for each participant in which higher scores indicated a greater level of attraction towards the organisation.

*Organisational trust:* Organisational trust was measured using twelve items from The Organization Trust Inventory (OTI) – Short form (Cummings & Bromiley, 1996) (see Appendix N). Participants were asked to rate the degree to which they thought the recruiting organisation would be trustworthy and responded on a 7-point Likert scale where 1 = ‘strongly disagree’ and 7 = ‘strongly agree’. An example item is: ‘I think people in this organisation will tell the truth in negotiations’. All reverse scored items were recoded. A coefficient alpha of 0.92 was obtained for this measure. Item responses were summed and

divided by twelve to retain the seven point scale. This produced a scale score for each participant in which higher scores indicated a greater assessment of an organisation's perceived trustworthiness.

*Job pursuit intentions:* Job pursuit intentions were measured using six items from Aiman-Smith, Bauer and Cable (2001) (see Appendix O). This scale was adapted by replacing the word 'company' with 'organisation'. Job pursuit intentions refer to the proactive intention to find out more about an organisation, to contact the organisation, and to try to secure an interview with the organisation. Participants responded to each item on a 7-point Likert scale where 1 = 'strongly disagree' and 7 = 'strongly agree'. An example item is: 'I would actively pursue obtaining a position with this organisation'. Item two (I would request more information about this organisation) did not load highly and was therefore removed from further analysis. This was expected as the aim of the study was to investigate the effects of offering more detailed information to job seekers/participants. A coefficient alpha of 0.93 was obtained for this five item measure. Item responses were summed and divided by five to retain the seven point scale. This produced a scale score for each participant in which higher scores indicated a greater intention to pursue the job.

*Intentions to apply:* Intentions to apply were measured using two items from Collins (2007) (see Appendix P). Intentions to apply refer to the intention of the participant to submit an application. Participants responded to each item on a 7-point Likert scale where 1 = 'strongly disagree' and 7 = 'strongly agree'. An example item is: 'If I were searching for a job I would apply to this organisation'. A coefficient alpha of 0.88 was obtained for this measure. Item responses were summed and divided by two to retain the seven point scale. This produced a scale score for each participant in which higher scores indicated a greater intention to apply for the job.

*Ecological validity of experiment:* This three item scale was created for use in this experiment (see Appendix Q). It was designed to assess whether participants thought that the experimental procedure was representative of what they would do if they were searching for a job normally. Participants responded to each item on a 7-point Likert scale where 1 = 'strongly disagree' and 7 = 'strongly agree'. The items were: 'I found this to be a reasonable process by which to attract applications'; 'I would normally seek out this kind of information when applying for a job'; 'This is representative of what I would do when considering whether to apply for a job'. A coefficient alpha of 0.92 was obtained for this measure. Item responses were summed and divided by three to retain the seven point scale. This produced a scale score for each participant in which higher scores indicated that this study was representative of real world situations.

### *Sampling and participants*

The participants who comprise the general sample were recruited through two sources. Firstly, people were contacted via an email (see Appendix R) outlining the purpose of the study and inviting their participation by opening the attached job advertisement. The initial information also contained information about the prize draw to induce participation, with first prize being a \$250.00 supermarket voucher, second prize a \$100.00 supermarket voucher and third prize a \$50.00 supermarket voucher. These prizes were drawn at the conclusion of the data gathering. The winning participants were contacted via email to provide a postal address with the vouchers being sent by courier post to them. The job advertisement was attached to the email as a separate document. Secondly, this study was advertised for one month on a New Zealand participant website, [getparticipants.com](http://getparticipants.com). The

same outline was given regarding the purpose of the study, and people who registered an interest in participating were able to access the attachment containing the job advertisement.

Participants who comprise the Air Traffic Controller sample were invited to participate through an organisational intranet site by an aviation company. The introductory outline was the same as was sent to the general sample, inviting those who were interested to open the attached document containing the job advertisement.

Participant rates for each group were unable to be determined due to the anonymity of the study design. The recruitment website was accessed 262 times, which included regular visits by the researcher to ensure that functionality was being maintained throughout the course of the study. Of this number 188 began the online survey, of which 154 completed. The data sets for the 34 people who did not complete the survey were removed from further analysis.

Fourteen participants who completed this study did so with JavaScript disabled on their web browsers, meaning that no clickstream from the recruitment website was able to be recorded. Therefore these participants were excluded from data analysis. Four participants who completed the study were also excluded from the data set due to the extreme outlier points within their clickstream data. Some of the times recorded for these participants ranged from 3.9 to 9.1 standard deviations above the mean prior to their removal, and would have unduly affected the overall results. These cases are all well above the recommended cut-off of three standard deviations from the mean, and displayed a Cooks distance of greater than one (Howell, 2010). These participants may have been distracted while participating and come back to the open webpage minutes later. This is a limitation of a study conducted outside of the laboratory.

The data collected from the Air Traffic Controllers was analysed and compared to that collected from the general population (non-Air Traffic Controllers). The only significant differences between these two samples were for gender, with the Air Traffic Controller sample having significantly higher proportion of males, however gender is not an issue this study is concerned with. The Air Traffic Controller sample also had a significantly higher rating for person job fit, which is to be expected as they are all practicing Air Traffic Controllers. As a result the two samples were combined for the analyses to give a total sample size ( $n=136$ ).

The final analysed sample ( $n=136$ ) is comprised of 59 males (43.4%) and 77 females (56.6%). The age range is from 19 to 72 years, with a mean age of 36.5 years ( $SD = 12.66$ ). Of the participants, 84 (61.8%) were engaged in full time employment when they completed this survey, with 26 (19.1%) employed part time, one (0.7%) in unpaid employment, and the remaining 25 (18.4%) not employed. The sample ranged from zero to 50 years spent in employment, with a mean employment history of 18.34 years ( $SD = 12.38$ ). The number of jobs applied for ranged from zero to 250, with the mean number of job application being 18.34 ( $SD = 30.68$ ).

## **Results**

### *Viewing order analysis*

Prior to examining the dependant variables, the participants' interaction with the web pages was examined. This served two purposes: firstly, to determine if the participants showed interest in the different types of information presented on the web pages; and secondly to determine that the experimental instructions were being complied with. The page viewing choices of participants are shown in Table 1 and Table 2. The viewing choice is



defined as the order in which the participants examined the links that were presented on the home page. Table 1 shows the viewing patterns for participants when the team information link was present on the home page. The majority of participants (56%) looked at the web pages in the order that the links were presented (i.e. by clicking on the links from left to right), or chose to look at none of the additional pages (32%). Therefore 86% of the participants who were presented with all three links are accounted for in these two groups. This did not leave a large enough number of cases with which to do any further analyses into viewing order patterns. However it is interesting to note that considerably more participants who were presented with the team profile link first chose not to view any pages. This was interesting due to the novelty of team information being presented in the recruitment context, leading to the prediction that the team profile page would receive the most 'hits', therefore Hypothesis 3f was not supported.

*Viewing order of information pages with team link present*

Page link presentation order

Viewing order	Company Job Team	Company Team Job	Job Company Team	Job Team Company	Team Company Job	Team Job Company
Company Job Team	58.8%	69.2%	3.8%	5.9%		8.3%
Company Team Job						
Job Company Team	5.9%		65.4%			
Job Team Company	11.8%					
Team Company Job		7.7%	7.7%	52.9%	53.3%	25.0%
Team Job Company						
Company Job						
Job Company						
Job		7.7%		5.9%		
Company Job						
No pages	23.5%	15.4%	23.1%	35.3%	46.7%	58.3%
Total	100% <i>n</i> =17	100% <i>n</i> = 13	100% <i>n</i> = 26	100% <i>n</i> = 17	100% <i>n</i> = 15	100% <i>n</i> = 12

Table 2 shows the viewing choices for participants where the team profile link was absent (only company profile and job profile available).

Table 2

*Viewing order of information pages with team link absent*

	Page link presentation order	
	Company Job	Job Company
Company, Job	26.7%	4.8%
Job, Company	13.3%	61.9%
Job	6.7%	9.5%
Company, Company	13.3%	
Company, Job, Company	6.7%	
Job, Company, Job		4.8%
Job, Job, Company		4.8%
No pages	33.3%	14.3%
Total	100%	100%
	<i>n</i> = 15	<i>n</i> = 21

Table 3 shows the percentage of participants who viewed each web page. It illustrates that despite extra information being made available to participants, it was not always viewed. In fact, it appears that the opportunity to view the information was only taken by participants about two thirds of the time.

Table 3

*Percentage of participants that viewed or did not view web pages*

Information web page		Experimental condition			Total
		No team	Photo only	Photo and text	
Company profile	Viewed	66.67%	58.33%	73.08%	66.18%
	Not viewed	33.33%	41.67%	26.92%	33.82%
Job profile	Viewed	66.67%	62.5%	73.08%	67.65%
	Not viewed	33.33%	37.5%	26.92%	32.35%
Team profile	Viewed		58.33%	71.15%	65%
	Not viewed		41.67%	28.85%	35%

The viewing results presented in Tables 1, 2 and 3 clearly indicate that not all participants were viewing the information made available to them on the website. On closer inspection of the results there appeared to be a group that did not view any of the additional web pages provided. This could lead to erroneous results being drawn from the data. For this reason a fourth condition was formed from the participants that did not view any of the web pages; that is, they clicked the continue button on the home page without looking at any of the links (home page only condition). Thus in the following analyses, the three experimental conditions included only participants that viewed all of the web pages provided in their condition. Additionally, data from a further ten participants were excluded from further analysis. These ten cases were excluded as there were insufficient numbers representing each information set viewed to allow for meaningful analysis. These participants are shown in Tables 1 and 2, which chose to view some of the web pages, but not all that were presented to them on the home page, for example there were three participants who only viewed the job profile web page.

### *Descriptive statistics*

Descriptive statistics for the dependent variables for each experimental condition (including the condition formed from participants who viewed only the home page) are presented in Table 4. The scales all show a slight negative skew, but all are well within acceptable range for further analysis. The results for the ecological validity measurement are at the higher end of the scale indicating that participants found this experiment to be representative of what they would do if they were seeking a job. No significant differences were found between experimental conditions during analysis of variance for ecological validity ( $F(2,82) = .19, ns$ ). The time data collected is presented in seconds spent viewing

each page. The time data displayed positive skew commonly associated with time (participants cannot spend less than zero seconds on any page). The residuals were examined and no systematic deviations were found from the linear function.

Table 4

*Descriptive statistics for measurements by experimental condition*

	No team information (n=21)		Photo only (n=27)		Photo and text (n=37)		Home page only (n=41)	
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>
Person-job fit	4.48	1.88	4.64	1.51	4.52	1.66	4.62	1.80
Person- organisation fit	5.31	.84	5.03	1.13	5.21	1.16	4.96	1.34
Person-team fit	5.18	.80	4.84	1.30	5.55	.86	5.11	1.14
Organisational attraction	5.48	.74	5.30	1.16	5.51	1.00	5.44	1.19
Organisational trust	5.06	.68	5.06	.97	5.34	.81	5.25	.85
Job pursuit intention	5.37	1.48	5.24	1.33	5.53	.90	5.31	1.58
Intention to apply	5.12	1.50	5.19	1.61	5.45	1.29	4.99	1.74
Ecological validity	5.84	.69	5.64	1.26	5.69	1.25	5.41	1.22
Home page time	63.67	49.01	77.74	49.11	75.86	55.46	38.83	49.31
Company profile time	59.05	68.51	57.59	39.45	59.14	48.80		
Job profile time	61.14	75.44	85.89	73.84	59.41	41.86		
Team profile time			25.56	37.41	25.57	15.71		
Total website time	183.86	164.90	246.78	161.32	219.97	113.18	38.83	49.31

#### *Analysis of variance*

Before analysing the group variance, the home page only group was removed. This was done because as shown previously, they did not view any of the additional information. This study is concerned with how viewing additional information will affect the related

outcomes. If members of each group did not view the information then the validity of the groups would be compromised. It is therefore imperative that the information is viewed. Only the three experimental conditions (who viewed all of the information presented) were included in the analysis of variance. Table 5 shows the ANOVA results. A significant result between conditions was found for perceptions of person-team fit ( $F(2,82) = 3.86, p < .05$ ). Inspection of the mean scores shown in Table 4 indicates that the photo and text condition has higher mean person-team fit score than the other two conditions. Post hoc analysis using the Tukey HSD test indicated that the significant differences in the groups occurred between the photo only group and the photo and text group. These results show support for Hypothesis 3a. No significant difference between groups was found for attraction or trust, failing to offer support for Hypotheses 3b or 3c. Significant differences were neither obtained nor expected for person-organisation or person-job fit as the information provided to all participants in the company profile and job profile was identical.

Table 5

*Between groups analysis of variance by self report measure*

		Sum of squares	df	Mean square	F	Sig
Person-team fit	Between	7.83	2	3.92	3.86	<b>.025</b>
	Within	83.27	82	1.02		
	Total	91.10	84			
Attraction	Between	.73	2	.36	.36	.696
	Within	81.95	82	1.00		
	Total	82.68	84			
Organisational trust	Between	1.68	2	.84	1.20	.308
	Within	57.58	82	.70		
	Total	59.26	84			
Person-job fit	Between	.35	2	.17	.06	.940
	Within	229.38	82	2.80		
	Total	229.73	84			
Person- organisation fit	Between	1.03	2	.51	.44	.646
	Within	95.93	82	1.17		
	Total	96.96	84			
Job pursuit intentions	Between	1.29	2	.65	.45	.642
	Within	119.19	82	1.45		
	Total	120.48	84			
Intention to apply	Between	1.81	2	.90	.43	.652
	Within	171.92	82	2.10		
	Total	173.73	84			

*Correlations*

Correlational analyses were performed between the dependent variables for each of the three experimental conditions, and are presented in Table 6. Significant positive correlations between person-organisation fit and attraction were found across all conditions supporting Hypothesis 1a. Person-job fit only displayed a significant correlation with attraction for the photo only condition, offering partial support for Hypothesis 2a. Significant correlations were found between person-team fit and attraction supporting Hypothesis 3d. Significant correlations were found between attraction and job pursuit intentions across all conditions supporting hypothesis 4a. One point to note is that for the no team condition and

the photo and text condition, significant correlations were not found between organisational trust and the other measures, offering only partial support for Hypotheses 1b and 5. Possible causes for this will be covered in the discussion.

Correlations between the time spent viewing the web page data and the dependent variables are presented in Table 7. These results are presented to establish whether clickstream data regarding the length of time viewing each web page was related to the dependent variables. If this link could be made then there would be a possibility that clickstream data could provide a useful predictor of recruitment outcomes for practitioners. In general only very small correlations were observed between viewing times and self report measures. These results indicate that the time spent viewing the web pages would not offer information that could be used in predicting recruitment outcomes, offering no support for Hypotheses 1c, 2b, 3e or 4b. The only significant correlation found for time spent on the home page with organisational attraction for the no team condition ( $r = .438, p < .05$ ).



Table 6

*Correlation matrix for self-report measures by condition*

		Person-job fit	Person- organisation fit	Person-team fit	Attraction	Organisational trust	Job pursuit intention
Person- organisation fit	No team	.268					
	Photo only	<b>.796**</b>					
	Photo/text	<b>.374*</b>					
Person-team fit	No team	.220	<b>.572**</b>				
	Photo only	<b>.746**</b>	<b>.822**</b>				
	Photo/text	.155	<b>.732**</b>				
Attraction	No team	.315	<b>.582**</b>	<b>.539*</b>			
	Photo only	<b>.675**</b>	<b>.861**</b>	<b>.764**</b>			
	Photo/text	.007	<b>.554**</b>	<b>.588**</b>			
Organisational trust	No team	-.005	.253	.342	.390		
	Photo only	<b>.504**</b>	<b>.658**</b>	<b>.583**</b>	<b>.730**</b>		
	Photo/text	-.254	.192	.284	<b>.686**</b>		
Job pursuit intention	No team	<b>.737**</b>	<b>.437*</b>	.132	<b>.512*</b>	-.110	
	Photo only	<b>.629**</b>	<b>.727**</b>	<b>.635**</b>	<b>.774**</b>	<b>.409*</b>	
	Photo/text	<b>.444**</b>	<b>.405*</b>	<b>.496**</b>	<b>.338*</b>	.122	
Intention to apply	No team	<b>.621**</b>	<b>.661**</b>	.409	<b>.529*</b>	.080	<b>.738**</b>
	Photo only	<b>.625**</b>	<b>.811**</b>	<b>.661**</b>	<b>.762**</b>	<b>.412*</b>	<b>.843**</b>
	Photo/text	<b>.484*</b>	<b>.570**</b>	<b>.555**</b>	<b>.472**</b>	.115	<b>.724**</b>

*Significance levels: \* $p < .05$  \*\* $p < .01$*

Table 7

*Correlation matrix of clickstream time data by self report measures for each condition*

		Person-job fit	Person- organisation fit	Person-team fit	Attraction	Organisational trust	Job pursuit intention	Intention to apply
Home time	No team	.248	.361	.165	<b>.438*</b>	.349	.282	.227
	Photo only	-.330	-.089	-.176	.024	-.077	.092	.026
	Photo/text	.280	.174	.054	-.005	-.036	.248	.297
Company time	No team	-.124	.102	-.061	-.169	.100	-.037	.005
	Photo only	.225	.261	.129	.218	.074	.161	.230
	Photo/text	.027	.269	.075	-.185	-.124	.004	-.009
Job time	No team	-.132	.075	-.073	-.237	.203	-.071	-.011
	Photo only	-.036	.091	-.084	.125	-.110	.186	.195
	Photo/text	.036	.146	-.132	-.030	.110	-.154	.099
Team time	No team							
	Photo only	.151	.059	.020	.105	.184	.151	.122
	Photo/text	.170	-.004	-.212	-.233	-.128	.080	-.081
Total time	No team	-.038	.184	-.009	-.048	.238	.036	.064
	Photo only	-.027	.092	-.056	.142	-.013	.188	.182
	Photo/text	.186	.255	-.019	-.125	-.048	.078	.167

*Significance levels: \* $p < .05$*

## Discussion

### *Summary of key findings*

The analysis of variance showed a statistically significant difference between conditions for perceptions of person-team fit, which demonstrated that by altering what team information was presented had an effect on what was reported in the perceptions of person-team fit scale. These results provided partial support for Hypothesis 3a in that a significant difference was found. With the photo and text condition having the highest ratings, it shows that by providing more information in the team profile produced higher levels of perceived person-team fit. A significant difference was found between the photo only condition and the photo and text condition. By simply adding a first name and job title to the photos significantly increased perceptions of team fit for participants. This may be due to participants being able to place the team members into an organisational hierarchy, in this case knowing who the chief controller was and who the other team members that would be working at a similar level were.

This was the aim of the study; however it only received partial support because the condition that received no team information was not significantly different. This lack of a result may be due to team information not being commonly available to applicants. Therefore job-seekers are accustomed to making judgements based on the type of people who they believe perform the position or work for an organisation of this type, as outlined in signal theory (Celani & Singh, 2011). Providing team information should be beneficial to organisations and applicants because it should provide applicants with a more realistic preview of the work environment facilitating self selection.

The value of person-team fit in the recruitment process is also highlighted by the correlations with attraction. Hypothesis 3d was fully supported with significant positive correlations found between all three experimental conditions and attraction, with the photo

only and photo and text conditions achieving the ( $p < .01$ ) significance level. This means that applicants who believe that they would fit in well with the team find the organisation more attractive, and hence are more likely continue with the application process.

That a significant difference between groups was not found for attraction or trust is not surprising. Hypotheses 3b and 3c were not supported by the results, however attraction and trust are complex multi-dimensional constructs (Aiman-Smith et al., 2001; Pirson & Malhotra, 2011), one of which could be person-team fit. The experimental conditions may not have varied enough to make a statistically significant impression on these constructs over and above other factors such as person-team fit and person-organisation fit.

The correlations obtained in this research support the majority of those found previously in recruitment studies (Kristof-Brown et al., 2005; Van Hove & Lievens, 2005). Full support was found for Hypotheses 1a and 4a with significant positive correlations across all conditions between person-organisation-fit and attraction and between attraction and job pursuit intentions. Perceptions of person-job fit only received partial support for its relation to attractiveness. This may have been due to the attraction scale being used for organisational attraction. Participants may have found the job a good match with their skills and abilities but still may not have found the organisation an attractive proposition. That is, they may have continued looking for similar jobs with other organisations.

The role of organisational trust in the recruitment process only received partial support in this study. Organisational trust was significantly related to attraction when team information was presented, but not for the no team information condition. This is more evidence for the worth of providing team member information to applicants where teams comprise a major component of the work environment. Person-organisation fit and organisational trust only reached significance for the photo only condition. This was an

unexpected result as it was hypothesised that two constructs would be highly correlated. This result may have occurred because it was harder to judge trustworthiness from information presented on a website. It may be that people are inherently distrustful of this kind of information due to believing that organisations will only present favourable information on their recruitment website (Billsberry, 2007).

No significant correlations were found between the clickstream time data for each web page and associated level of fit reported. This indicates that the amount of time people spend looking at information does not relate perceptions of fit or attraction. It is most likely that it is the content displayed on the web pages that is important to viewers when assessing perceptions of fit.

When the clickstream data relating to the viewing order of the web pages was examined, the majority of participants fell into two separate groups. Firstly, those that viewed all of the information in the order that it was presented, regardless of what that order was. There was very little deviation in which pages were viewed first, however this may have little impact if all of the pages are viewed. Secondly, participants who chose not to view any of the additional pages at all. An interesting point about this group is that participant's who were assigned into presentation order four and five, those in which the team profile page was presented first, were most likely to view no pages. As presentation order of the links was randomly assigned each time the website was accessed, this is a little surprising given the novelty of presenting team information on recruitment websites and did not support Hypothesis 3f. The percentages of pages viewed analysis also showed very little variation across conditions or information pages. About two thirds of participants viewed each of the pages in each condition.

### *Practical implications*

Where team work comprises vital functions within the workplace, organisations would be advised to include some information about teams that successful applicants would join. Taking this step would require little effort on the organisation's behalf and could provide some benefits. By providing this information, applicants would have more information on which to base their perceptions, which should as a result be more accurate. This would lead to a more realistic preview of what kind of environment the successful applicant would enter. Perceptions of person-team fit have also been shown to be significantly related to attraction, which is an important recruitment outcome.

While clickstream data offered few insights into its intended purpose in this study, it does have practical implications for researchers in online studies. Within this study it identified a group of participants whom did not seem engaged in the task they were performing. This group did not answer the self report questions in a systematically different manner from those who viewed all of the information, reporting similar results for the ecological validity, perceptions of fit, and job pursuit intentions. Without the use of clickstream data this group would never have been identified. It does raise the question of the difference between validity and motivation. These participants did not seem to have the motivation to engage in this study since there was no chance of getting a job at the end of it, they may have only participated as quickly as possible to enter into the prize draw. Collecting clickstream data is a cost effective, simple and easy way for researchers to check that online studies are being completed in the manner in which they were intended. Removing participants that have not engaged in the study will lead to cleaner and more representative data sets.

When looking at the descriptive statistics for the measurements used, all provided a good set of usable data. The means and standard deviations of the self report measures all displayed a slight negative skew that is common in scale data, with the means ranging from 4.48 to 5.84 (on a seven point scale) and the standard deviations ranging from 0.68 to 1.88. These measures also displayed good reliability statistics with Cronbach's alphas ranging from 0.88 to 0.93. Taking this information together, any of these measures could be used in further research or in practical applications as measures of these constructs in the workplace.

### *Research limitations*

This study was completed entirely online, which meant that it could be completed anywhere and at anytime that the participant wished. The researcher therefore, had no control over outside variables. This was chosen as the experimental method because it reflects what happens in the real world when people are applying for jobs online. The results should therefore be more easily extrapolated to the general population than if it was conducted in artificial laboratory conditions.

Common method variance is variance in the data that is attributable to the measurement method rather than to the underlying constructs which the measure represents (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Common method variance is a prevalent limitation for all studies which collect self report data, and it can provide an alternate explanation for observed relationships between measures. While common method variance cannot be completely eliminated from self report data, a number of steps were taken in this study to minimise the potential for this to occur. All participants responded to the measures anonymously to reduce socially desirable responding and evaluation apprehension. The order in which each measure was presented in the survey was randomly counterbalanced to

minimise the priming effects of each measure being affected by the answers given to the previous measure.

The chances of common method variance occurring were also addressed by the random order of the links to information pages on the website. By randomly counterbalancing the links and allowing participants free access to choose which information they viewed, if any, the chances of systematic error are reduced because participants viewed the information in varying orders. By also analysing the objective clickstream data, and not basing results solely the self report data, the probability of common method variance affecting the results has been minimised as much as possible. While self report data does have some limitations, it was used in this experimental design due to the focus of this study being on participant perceptions and intentions. The best way in which to gather data about participant perceptions and intentions is to ask them (Cable & DeRue, 2002).

Another general limitation relates to the participants, and whether the results can be extrapolated to the population as a whole. To counter this potential problem, participants were recruited from multiple sources. Emails were sent to university departments who were thought to have students who may be interested in a career path as an air traffic controller. A New Zealand participant website ([getparticipants.com](http://getparticipants.com)) was also utilised to achieve a sample that was more representative of the population. A company who employs air traffic controllers also agreed to post the study on their intranet and invite current air traffic controllers to participate. The use of these multiple sources was designed to make the sample as representative as possible of the general population.

The website used for this study was created explicitly for use in this context. It was designed to be representative of recruitment websites in the real world. It was not however, as slick and functional as other recruitment websites found in the aviation industry, which may



have been a confounding factor for measures such as organisational attraction. To alleviate this limitation, participants were informed that this was a study only, and was concerned with being representative of a recruitment process rather than being an exact match to any real recruitment website.

Some of the information used in the creation of the website was adapted from information made available from the aviation company which agreed for their employees to participate. While no feedback was received regarding this, there was a potential for current air traffic controllers to recognise some of the information. There is therefore a possibility that the air traffic controller part of the sample may have confounded some of the attributes of their current employers (both good and bad) with the attributes presented for the fictional organisation.

The pictures chosen to represent the team members that the participant was advised that they would be working with, were selected to be a homogenous group. This was done to reduce the possible number of variables that could confound the results. The pictures chosen were of three males and two females aged in their thirties and forties. The people portrayed in the photos are all white. While the choice of which photos to include reduced the number of variables, it may also have had an effect on the perceptions of the image of the organisation from participants – especially those who are not white (Avery, 2003). The researcher decided to err on the side of control in this area, however there is a wide range of future research possibilities in this context where the photos chosen can be varied by age, sex or race.

The difference between validity and motivation has been touched upon in this study. Without the opportunity to gain employment from this recruitment study some participants appeared not to engage with the process. By recording the clickstream data in this study a group of participants was found not to have viewed any of the additional information

regarding the position and were therefore of questionable use for further analysis. This must be a concern for all researchers conducting studies outside of controlled conditions. Clickstream data is a way for researchers to double check on the engagement of their participants.

### *Future research directions*

There a number of different areas for future research related to this study. The amount of text presented on the team information pages could be increased to include a short biography of each team member's interests to investigate what effect this would have on perception of fit. The ages, genders and ethnicities of the team members represented in the photos could be varied and examined. Varying the type of job advertised could provide useful information as could varying the job titles of the team members to investigate hierarchical differences. The location in which the job is located could be varied with real world locations to investigate propensity for travel. The information included in the job or company profiles could be varied to establish what participants feel are the most vital aspects of each. This type of study would benefit greatly if attached to an actual job to ensure that applicants had sufficient motivation, and outcomes for the entire recruitment process could be evaluated.

There are also many uses for clickstream data outside of the marketing purposes for which it is currently most used, or through an interdisciplinary study. It would be useful for studies of engagement in participants, especially if studies are conducted outside of controlled conditions. The amount of time participant's are willing to expend on studies or websites/web pages could be an interesting research option. The relationship between attractiveness of websites and time spent viewing, and overall total time spent within any particular website could be examined.

### *Concluding remarks*

The present study investigated the role of person-team fit in the recruitment process. Perceptions of person-team fit were successfully manipulated through the experimental conditions. Providing more information regarding potential team members resulted in higher perceptions of person-team fit. For workplaces where teamwork is vital function of the job, providing this information may prove some benefits for applicants and organisations.

Clickstream data from the experimental website was examined to see if there was any relationship between the times spent viewing each web page and the dependent variables. No such relationship was found. The order in which participants navigated the website was also examined, with the majority of participants following the order presented (from left to right). This analysis did however highlight a group of participants who did not view any of the additional web pages. This highlights an important use that researchers could use clickstream data for, as a check to ensure that participants are engaging with the task and following the experimental instructions.

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## Appendix A: Job advertisement

# Trainee Air Traffic Controller

**Have you ever considered a career in Air Traffic Control?**

**Apply now for a training position and learn how to ensure safety in our skies!**

AirControl are actively seeking to recruit trainees from all occupations. No experience necessary, just a willingness to learn and a passion for aircraft safety.

Your first 12 months will be spent in the Learning Academy where you will be paid to learn. Your training will include several hours of Simulator exercises per day to enable you to put the theory you have learnt into practice. After successful completion of the course, you will be based at the AirControl Enroute Centre located in Arlen.

We are proud to offer a training salary of \$39,802 for the first year, increasing to \$59,702 as you complete the on the job training component for 3-8 months. Once fully licensed, the starting salary begins at \$81,261+ super.

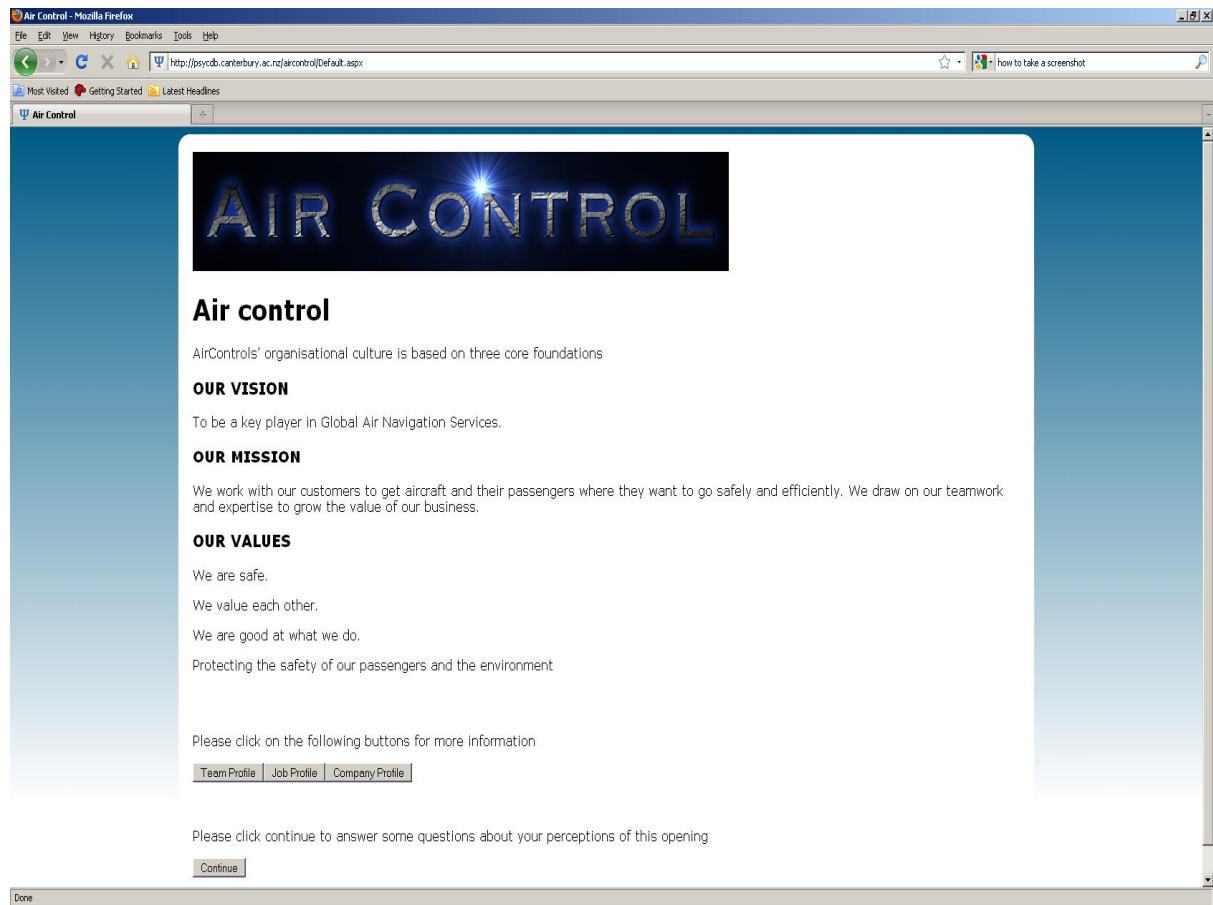
In order to be eligible to train to become an Air Traffic Controller you will need to:

- Have the capability to work well in a six person team
- Be decisive and goal focused
- Be able to handle a theory-based course and then apply it in a practical situation
- Able to mentally picture objects moving in three dimensions
- Have excellent communication skills
- Have obtained a minimum of Level 2 NCEA pass (12 credits pass in Maths at Level 1 and 8 credits in English at Level 2) and 42 other credits at Level 3 or equivalent. (Previously this would have been a pass in School Certificate Maths (C or higher or 50% or higher), a pass Six Form Certificate English (Level 5 or lower).
- Be a minimum of 18 years of age

Please click on the link to view more information about this opening.

<http://psycdb.canterbury.ac.nz/aircontrol/>

## Appendix B: Website home page



## Appendix C: Website job profile

Job Profile - Mozilla Firefox

File Edit View History Bookmarks Tools Help

http://psycdb.canterbury.ac.nz/aircontrol/Page2.aspx

Most Visited Getting Started Latest Headlines

# AIR CONTROL

## Job Profile

Once you have completed training, you will be deployed in the following position

**Position description:** Air traffic controller, Regional tower

**Functional area:** Regional Tower

**Reporting to:** Chief controller

**Purpose of job:** To provide safe and efficient aerodrome control, flight information, and alerting services to the corporation's customers. To enhance the productivity and job satisfaction of all members of the team by contributing positively to the ongoing development of procedures, systems, and work practices.

**Responsibilities:** Rostered duties as an aerodrome/approach controller in the regional control tower. Operating in accordance with the directives for aerodrome controllers specified in the Manual of Air Traffic Services, and within the rules and instructions specified in the Regional ANS Management System.

### Major relationships

Who	Frequency	Purpose
Pilots	Continuous	Provision of ATC service
Other controllers and flight data	Continuous	Day to day operations and coordination
Air Control technicians	Daily	Reporting faults, approving and facilitating maintenance
Airport company staff	Daily	Emergency notification, day to day liaison of airfield operations

### AirControl values

**We are safe:** Employees accept individual responsibility for their own actions and outcomes. We take pride in being proactive, accurate and attentive to detail. We create a safe environment by being supportive and working together.

**We value each other:** Employees openly recognise, appreciate and acknowledge others efforts. We respect others and show courtesy by accepting differences and getting on with each other. We appreciate other roles, values, opinions and ideas, and support the team.

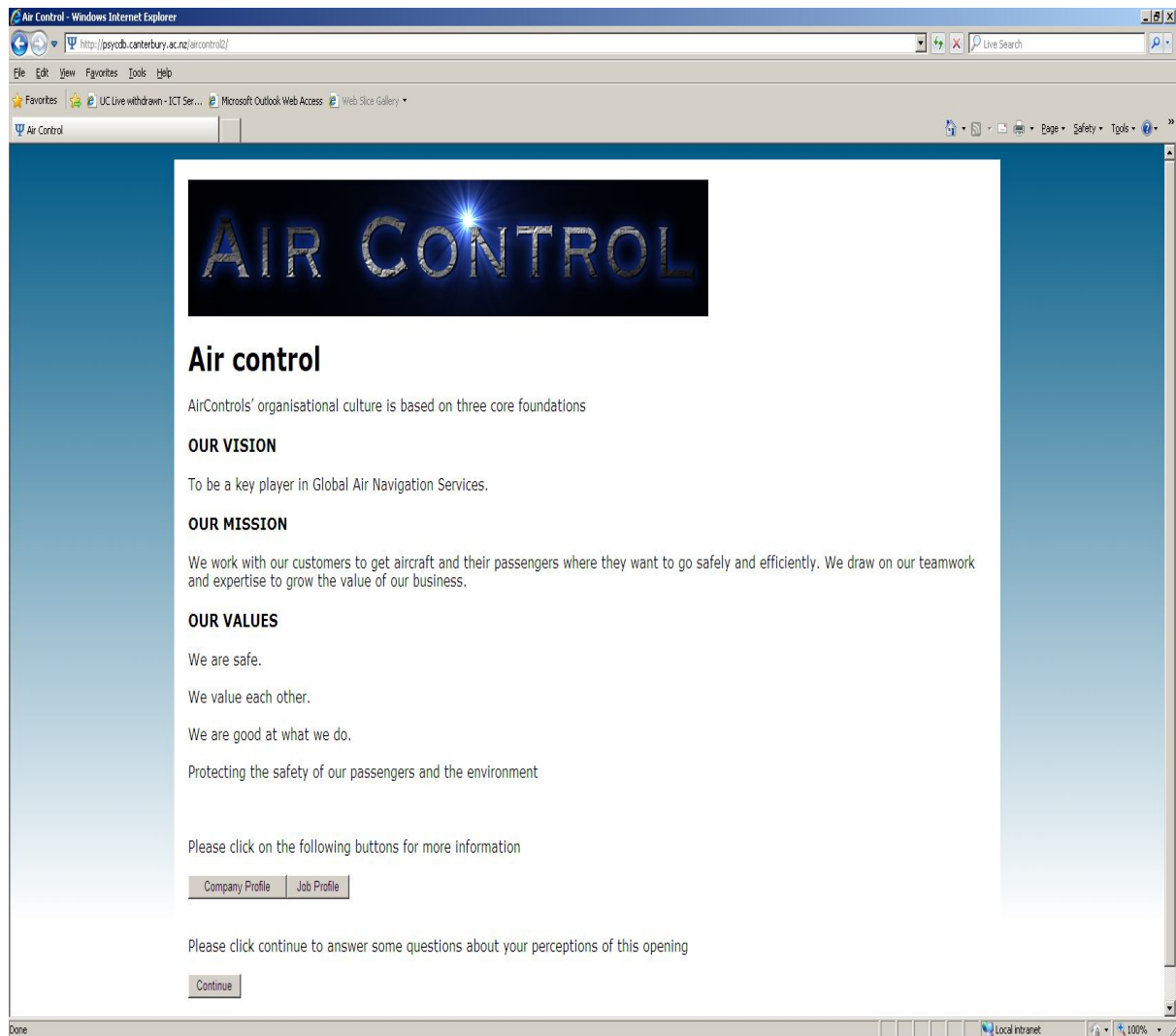
**We are good at what we do:** Employees are encouraged to have fun, be enthusiastic and passionate, and open to new ideas and directions by looking forward. We are conscientious, focussed and attentive to detail with a high level of personal and professional integrity and take pride in achieving the best possible results. [Back](#)

Done

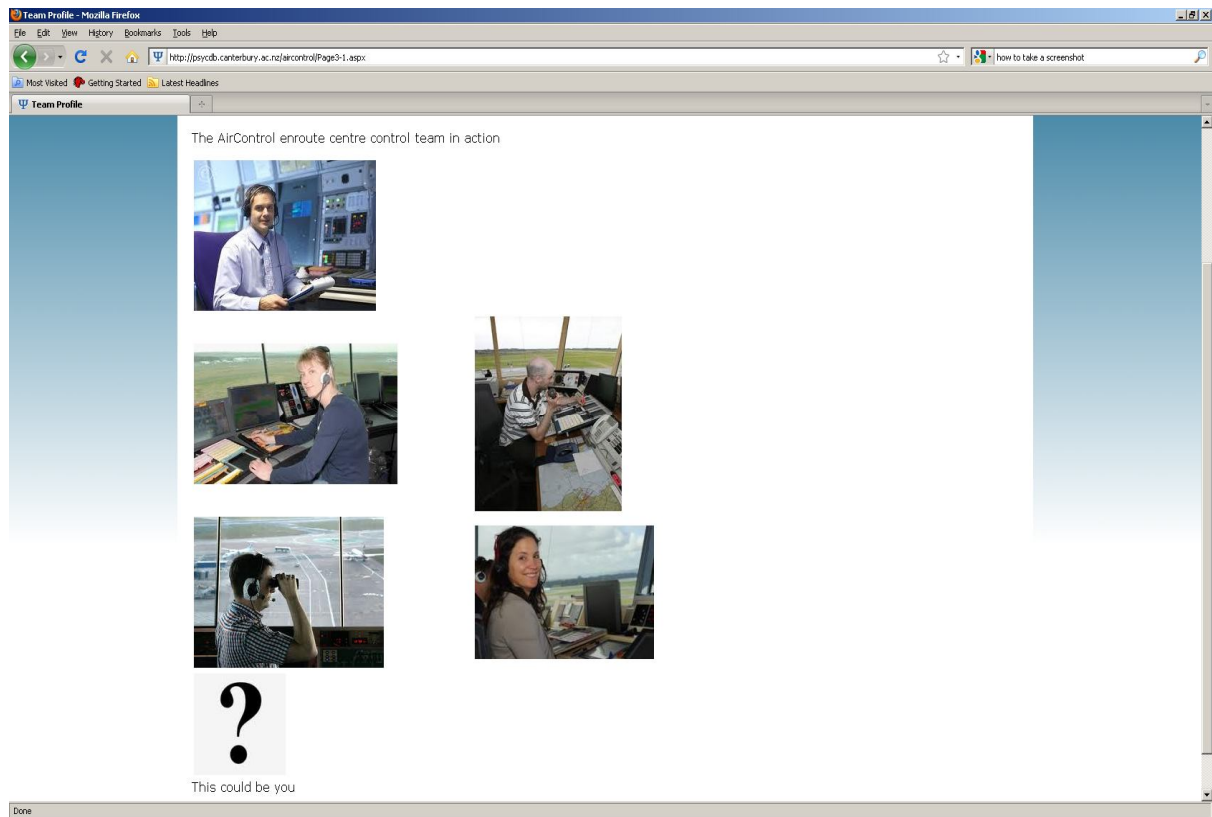
## Appendix D: Website company profile



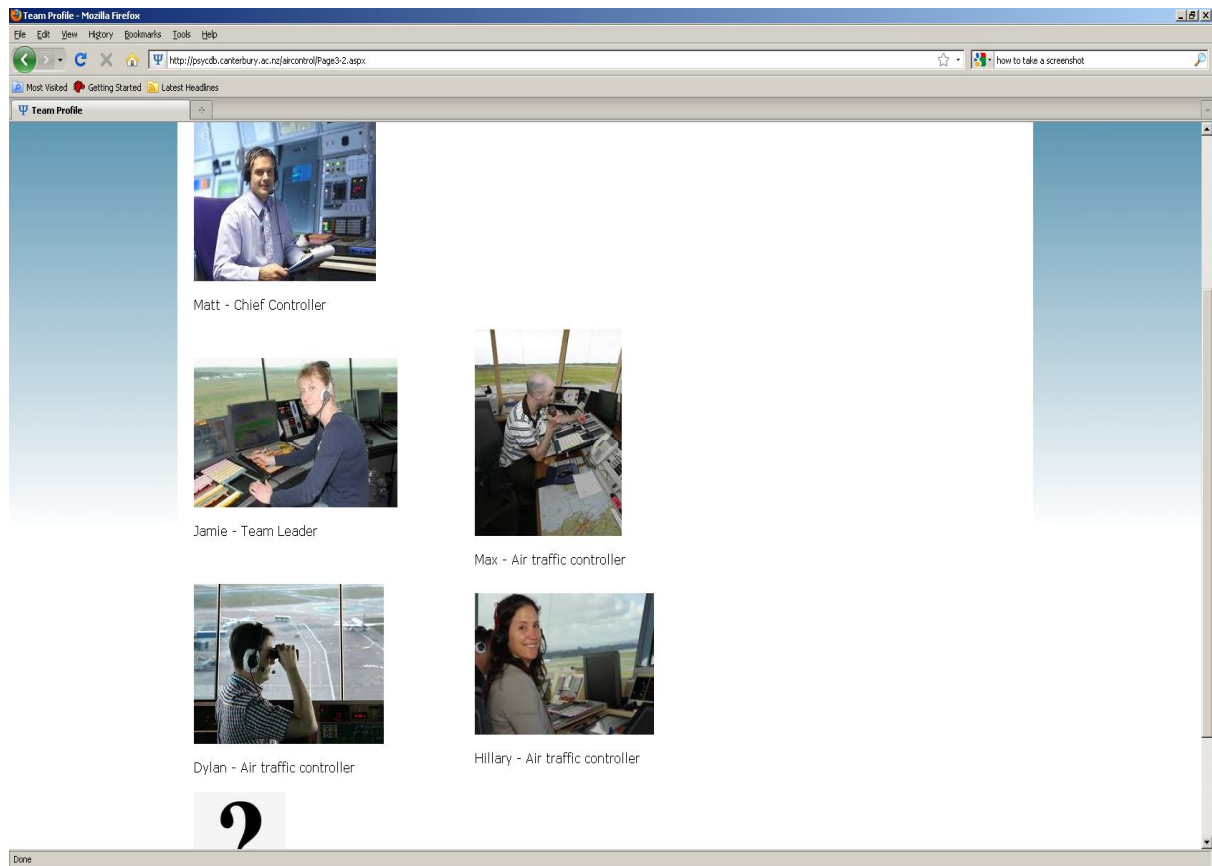
## Appendix E: Home page without team profile link



## Appendix F: Website team profile page - Photo only condition



## Appendix G: Website team profile page – Photo and text condition



## Appendix H: Front page of online survey

Survey | Qualtrics Survey Software - Mozilla Firefox

http://canterbury.qualtrics.com/SE/?SID=SV\_09H420UP26UJ

UC  
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CANTERBURY  
To Advance Learning & Research  
in Canterbury New Zealand

### Recruitment Perceptions

This survey asks about your perceptions of the recruitment process and information presented on the website and job advertisement that you have viewed. This survey is entirely anonymous and confidential. We guarantee that no one outside our research group will have access to your personal views.

#### How to complete this survey

Read each question carefully. Then choose the answer that best represents your perceptions.  
Please answer all of the questions.  
The usefulness of this survey depends on the frankness and honesty with which you answer the questions

If you have any questions about this research please contact:  
Researcher David MacGibbon, david.macgibbon@pg.canterbury.ac.nz,  
Associate Professor Chris Burt, Christopher.burt@canterbury.ac.nz.

☒ I have read and understand the description of this project. On this basis I agree to participate in the project, and I consent to the publication of the results of the project with the understanding that my anonymity will be preserved.

0%  100%

Survey Powered By [Qualtrics](#)

### Recruitment Perceptions

This survey asks about your perceptions of the recruitment process and information presented on the website and job advertisement that you have viewed. This survey is entirely anonymous and confidential. We guarantee that no one outside our research group will have access to your personal views.

#### How to complete this survey

Read each question carefully. Then choose the answer that best represents your perceptions.

Please answer all of the questions.

The usefulness of this survey depends on the frankness and honesty with which you answer the questions

If you have any questions about this research please contact:

Researcher David MacGibbon, david.macgibbon@pg.canterbury.ac.nz,

Associate Professor Chris Burt, Christopher.burt@canterbury.ac.nz.

- ☒ I have read and understand the description of this project. On this basis I agree to participate in the project, and I consent to the publication of the results of the project with the understanding that my anonymity will be preserved.



## Appendix I: Demographic variables

Survey | Qualtrics Survey Software - Mozilla Firefox

http://canterbury.qualtrics.com/SE/?SID=SV\_09AF42XUP26JY

Survey | Qualtrics Survey Software

UC  
UNIVERSITY OF  
CANTERBURY  
To share knowledge and wisdom  
in sustainable new Zealand

This section involves gathering background data.

My age is

My gender is

Male  
Female

My current employment status is

not employed employed but unpaid employed part time employed full time

How many different jobs have you applied for?

How many years have you spent in employment?

0% 100%

<< >>

Survey Powered By Qualtrics

Done

This section involves gathering background data.

My age is

Q3

☐

My gender is

Male

☐

Female

☐

Q4

☐

My current employment status is

not employed

☐

employed but unpaid

☐

employed part time

☐

employed full time

☐

Q5

☐

How many different jobs have you applied for?

Q6

☐

How many years have you spent in employment?

## Appendix J: Person-job fit scale

UC  
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CANTERBURY  
To Whose Strength & Integrity  
We Entrust Our Future

Please rate the following statements regarding your perceptions of the job of Air Traffic Controller at the AirControl Enroute Centre

	1: To a very little extent	2	3	4: To a moderate extent	5	6	7: To a very large extent
To what extent do your knowledge, skills, and abilities match the requirements of the job?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent does the job meet your needs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent is the job a good match for you?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent would the job enable you to do the kind of work you want to do?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

0% 100%

<< >>

Survey Powered By Qualtrics

Please rate the following statements regarding your perceptions of the job of Air Traffic Controller at the AirControl Enroute Centre

	1: To a very little extent	2	3	4: To a moderate extent	5	6	7: To a very large extent
To what extent do your knowledge, skills, and abilities match the requirements of the job?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent does the job meet your needs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent is the job a good match for you?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent would the job enable you to do the kind of work you want to do?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Appendix K: Person-organisation fit scale

Qualtrics Survey Software - Mozilla Firefox

Qualtrics.com https://canterbury.qualtrics.com/NR/QualtricsControlPanel?PopUp.php?PopType=QuestionPreview&SID=SY\_0RP4DXUP26UYBQD=QID588&WD=\_WINDOW\_PREVIEW\_QID588&lang=EN

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To Advance Knowledge & Skills  
In the Southern Region of New Zealand

Please rate the following statements regarding your perceptions of AirControl

	1: To a very little extent	2	3	4: To a moderate extent	5	6	7: To a very large extent
To what extent are the values of the organisation similar to your own values?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent does your personality match the personality of the organisation?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent would the organisation meet your needs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent is the organisation a good match for you?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Close

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Please rate the following statements regarding your perceptions of AirControl

	1: To a very little extent	2	3	4: To a moderate extent	5	6	7: To a very large extent
To what extent are the values of the organisation similar to your own values?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent does your personality match the personality of the organisation?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent would the organisation meet your needs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent is the organisation a good match for you?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Appendix L: Person-team fit scale

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To Whom We Serve & Inspire  
To Enhance Our Success

Please rate the following statements regarding your perceptions of working as part of a team of air traffic controllers

	1: To a very little extent	2	3	4: To a moderate extent	5	6	7: To a very large extent
To what extent are the values of the team likely to be similar to your own values?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent is your personality likely to match the personality of the team?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent is the team likely to meet your needs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent is the team likely to be a good match for you?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Done

Please rate the following statements regarding your perceptions of working as part of a team of air traffic controllers

	1: To a very little extent	2	3	4: To a moderate extent	5	6	7: To a very large extent
To what extent are the values of the team likely to be similar to your own values?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent is your personality likely to match the personality of the team?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent is the team likely to meet your needs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent is the team likely to be a good match for you?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Appendix M: Organisational attraction scale

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To Whom Stronger is Greater  
To Experience New Zealand

Please rate the following statements regarding your impression of AirControl

	1: Strongly disagree	2	3	4: Neither agree nor disagree	5	6	7: Strongly agree
This would be a good organisation to work for	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would want an organisation like this in my city	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would like to work for this organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This organisation cares about its employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I find this a very attractive organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Next

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Done

Please rate the following statements regarding your impression of AirControl

	1: Strongly disagree	2	3	4: Neither agree nor disagree	5	6	7: Strongly agree
This would be a good organisation to work for	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would want an organisation like this in my city	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would like to work for this organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This organisation cares about its employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I find this a very attractive organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Appendix N: Organisational trust scale

Please rate the following statements regarding your impression of AirControl

	1: Strongly disagree	2	3	4: Neither agree nor disagree	5	6	7: Strongly agree
I think the people in this organisation will tell the truth in negotiations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think that this organisation will meet its negotiated obligations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In my opinion, this organisation is reliable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think that the people in this organisation succeed by stepping on other people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that this organisation will try to get the upper hand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think that this organisation will take advantage of my problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that this organisation will negotiate with me honestly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that this organisation will keep its word	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think this organisation will not mislead me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that this organisation will try to get out of its commitments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that this organisation will negotiate joint expectations fairly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that this organisation will take advantage of people who are vulnerable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Please rate the following statements regarding your impression of AirControl

	1: Strongly disagree	2	3	4: Neither agree nor disagree	5	6	7: Strongly agree
I think the people in this organisation will tell the truth in negotiations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think that this organisation will meet its negotiated obligations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In my opinion, this organisation is reliable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think that the people in this organisation succeed by stepping on other people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that this organisation will try to get the upper hand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1: Strongly disagree	2	3	4: Neither agree nor disagree	5	6	7: Strongly agree
I think that this organisation will take advantage of my problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel that this organisation will negotiate with me honestly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel that this organisation will keep its word	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I think this organisation will not mislead me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel that this organisation will try to get out of its commitments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel that this organisation will negotiate joint expectations fairly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel that this organisation will take advantage of people who are vulnerable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Appendix O: Job pursuit intentions scale

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University of Canterbury

Please rate the following statements regarding your impression of AirControl

	1: Strongly disagree	2	3	4: Neither agree nor disagree	5	6	7: Strongly agree
I would accept a job offer from this organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would request more information about this organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If this organisation visited campus I would want to speak with a representative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would attempt to gain an interview with this organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would actively pursue obtaining a position with this organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If this organisation was at a job fair I would seek out their booth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

0% 100%

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Done

Please rate the following statements regarding your impression of AirControl

	1: Strongly disagree	2	3	4: Neither agree nor disagree	5	6	7: Strongly agree
I would accept a job offer from this organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would request more information about this organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If this organisation visited campus I would want to speak with a representative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would attempt to gain an interview with this organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would actively pursue obtaining a position with this organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If this organisation was at a job fair I would seek out their booth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



## Appendix P: Intentions to apply scale

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To Whom We Are Grateful  
For Their Support and Assistance

Please rate the following statements regarding your impression of AirControl

	1: Strongly disagree	2	3	4: Neither agree nor disagree	5	6	7: Strongly agree
If I saw a job opening for this organisation, I would apply for it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I were searching for a job, I would apply to this organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

0% 100%

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Done

Please rate the following statements regarding your impression of AirControl

	1: Strongly disagree	2	3	4: Neither agree nor disagree	5	6	7: Strongly agree
If I saw a job opening for this organisation, I would apply for it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I were searching for a job, I would apply to this organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Appendix Q: Ecological validity scale

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To Whom It May Concern: Students  
of Canterbury New Zealand

With reference to this study

	1: Strongly disagree	2	3	4: Neither agree nor disagree	5	6	7: Strongly agree
I found this a reasonable process by which to attract applications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would normally seek out this kind of information when applying for a job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This is representative of what I would do when considering whether to apply for a job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Done

With reference to this study

	1: Strongly disagree	2	3	4: Neither agree nor disagree	5	6	7: Strongly agree
I found this a reasonable process by which to attract applications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would normally seek out this kind of information when applying for a job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This is representative of what I would do when considering whether to apply for a job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## **Appendix R: Email inviting participation**

I would like to invite you to participate in a short study to measure perceptions of a recruitment process. If you are interested please read the attached job advertisement. In the advertisement there is a link to a recruitment website with more information about the position. After you have looked at the website you will be asked to respond to a number of statements about the information that you have viewed.

The study will only take 10-15 minutes to complete, and as an incentive there is a prize draw for \$400 (\$250, \$100, and \$50 denominations) worth of supermarket vouchers which you can enter. This study is anonymous and it is guaranteed that no one outside the research group will have access to your personal views.

The position represented is that of Air Traffic Controller. You need to assume that you are currently seeking a job, and have an interest in this field. This study is entirely completed online.

Thanks in advance for your participation

David MacGibbon

David.macgibbon@pg.canterbury.ac.nz